

***APPENDIX A***  
**Community Development and Management Plan**  
**Development Brief**



Appendix A:

Community Development and Management Plan (CDMP)  
Developer's Brief

**I. Introduction**

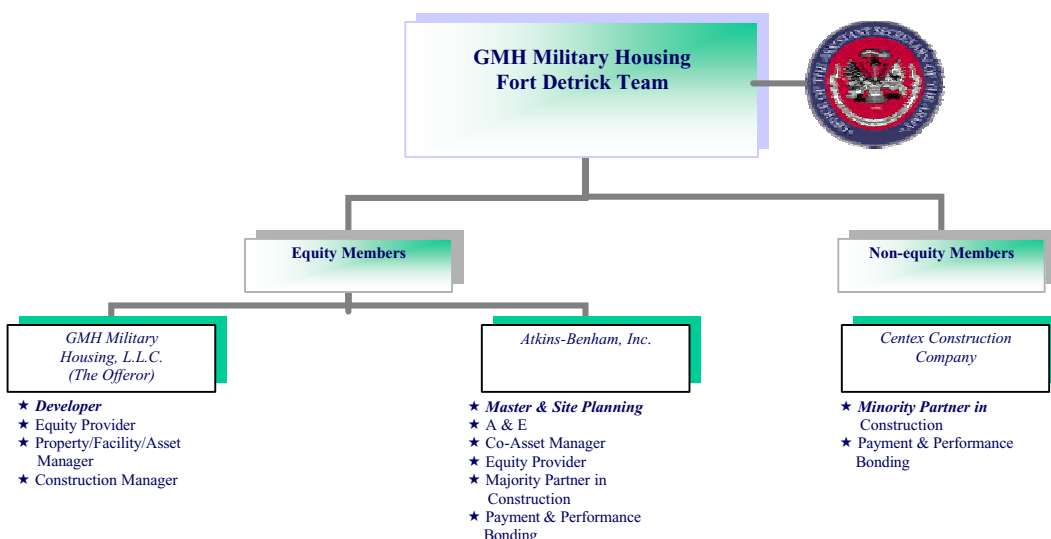
The Military Housing Privatization Initiative (MHPI) legislation enacted by Congress in 1996 authorizes the privatization and redevelopment of family housing at military installations throughout the nation. This legislation allows the military services to leverage scarce appropriated funds and existing assets (land and improvements) to solve the military housing problem and obtain private-sector expertise, resources and market-based incentives to improve the quality of life for service members and their families.

The Residential Communities Initiative (RCI) is the innovative program developed and managed under the oversight and direction of the Office of the Assistant Secretary of the Army (Installations and Environment), OASA (I&E), on behalf of the Secretary of the Army to pursue the privatization of Army military family housing.

Fort Detrick is proposing to partner with the private sector for the purpose of improving the military family housing community, utilizing applicable legislative authorities and the provision of the Army's RCI Program to enter into a fifty-year lease agreement and partnership. OASA (I&E) announced the CDMP Award to GMH Military Housing, L.L.C., Newtown Square, Pennsylvania.

GMH Military Housing, L.L.C. the offeror of this proposal, has assembled an exclusive group of partners for the family housing privatization project at Fort Detrick. Each of the partner companies have assembled a team of residential professionals with unparalleled credentials who possess the ability to turn the Department of the Army Residential Communities Initiative's vision of safe, high-quality, affordable housing for U.S. Army families into reality. GMH Military Housing and its partners are fully committed to the successful completion of the Fort Detrick RCI Project.

The Project Team proposes to form a Limited Liability Company (The Partnership) "GMH Military Housing Fort Detrick, L.L.C." consisting of three firms plus the Army, as a member, as shown in figure 1 below.



**Figure 1. Partnership Members**

## OUR STRENGTH IS OUR ALLIANCE

### Profile of Non-government Firms in the Fort Detrick Project Team:

GMH Military Housing is an industry-specific component of GMH Associates, Inc. This dynamic team of professionals has the ability and experience to create quality housing communities and significantly improved lifestyles for the U.S. military and their families.

Headquartered just outside Philadelphia, Pennsylvania, the privately held GMH companies offer vision, experience and strong financial capabilities to a diversified client base. These interrelated companies provide development, construction, financing, management and consulting services for assets valued at \$1.5 billion and generate annual revenues exceeding \$180 million.

As part of its core business, GMH has developed, constructed, owned and managed real estate since 1985. Today, GMH has more than 35,000 housing units under lease, owns or manages more than 2.2 million square feet of commercial property, and has more than 2,300 dedicated employees. GMH's long-term owner/operator perspective creates tremendous value for the Army in this RCI process.

Affiliated companies include GMH Capital Partners, L.P., an innovative joint venture formed by GMH Associates and GE Capital Real Estate to provide comprehensive real estate services such as development, construction, brokerage

and management services to owners and occupiers of commercial real estate, including corporate, institutional, business, professional, academic and government communities; College Park Communities, the nation's largest private owner and operator of residential housing for college students; and GMH Investments, Inc., which invests capital in the residential and commercial real estate markets for itself and its institutional partners.

Atkins-Benham, Inc. is a comprehensive architecture, engineering, and design/build firm with a long history of providing professional services to the United States military, specifically for military housing. Based in Oklahoma City, the company has designed housing for more than 25,000 military families at 56 different bases worldwide, including nearly every state in the U.S. It is recognized nationally for its contributions to military family housing, and has earned 15 excellent performance ratings within the last five years on Department of Defense projects.

The company has also completed nine nationwide Indefinite Delivery Indefinite Quantity contracts for federal agencies within the last five years. Additionally, the firm had been recognized for its work on military projects such as the U.S. Space Command/North American Defense Command Headquarters, located at the Peterson Air Force Base, Colorado; and the Rodman Research Laboratory, a 294,000 sf state-of-the-art secure research and technology complex located at the Aberdeen Proving Ground, Maryland, the largest single military construction project handled by the U.S. Army Corps of Engineers during 1995-1996.

Ranked 86th on Engineering News Record's list of the Top 500 Engineering Firms, Atkins Benham employs over 1,000 professionals working from fourteen offices throughout the United States. As a full service consultancy, Atkins Benham provides business planning, multi-discipline engineering, architecture, master planning, program management, construction, and procurement services totaling over \$1 billion of capital improvements annually.

Centex Construction, a subsidiary of the Centex Corporation, established in 1950 in Dallas, Texas, is the second largest homebuilder in the United States, having created more than 500 neighborhoods in 85 markets in 25 states. The company has built over 350,000 homes in its 40-year history and plans to construct 21,000 residential units per year. Centex is the only company to be ranked among the top 10 homebuilders for more than 3 decades, and ranks number one for the third consecutive year on Fortune magazine's list of "America's Most Admired Companies" in the engineering and construction category. It includes separate divisions for affordable housing, custom lots, resort/second homes, urban town houses, and manufactured homes. With sales over \$8 billion, Centex is a Fortune 500 company with a market capitalization of \$2.5 billion and stockholders equity of \$1.9 billion. The company has over 15,000 employees located in more than 1,000

offices and construction job sites nationwide and in the United Kingdom.

## **II. Preliminary Project Concept**

### **Our Vision:**

Our vision of exceptional communities begins with superb land planning; the construction of high quality homes in well-designed neighborhoods, targeted renovations of other existing homes, and delivery of community enhancing facilities and services. It is supported by sound financial planning and commitment, industry-leading community management, and unmatched operations and maintenance performance. The elements that comprise our vision all serve to meet the needs of Fort Detrick personnel and their families now and well into the future.

We understand that when soldiers deploy, they must feel confident that their families have safe, quality, attractive and affordable housing within the framework of community support. We will create safe, pedestrian-friendly environments that preserve a natural buffer between administrative and housing areas. Our new communities will support the diverse needs, interests, and rank-based differences of military families. The communities will be designed in a timeless fashion, designed to answer the needs of today while anticipating future requirements as well.

As a good partner and neighbor, the GMH team brings together a wide variety of technical skills to this project. Our team includes professionals in engineering, environmental, planning, operations, maintenance and construction areas. This project will partner with existing organizations that have successfully operated, managed and maintained Fort Detrick family housing. The Environmental Management Office at Fort Detrick is exceptionally well versed in all areas of environmental stewardship and, in addition to the skills of our team professionals; their guidance and support will be essential to project success.

We will optimize every resource to ensure the long-term success and viability of Fort Detrick's housing communities.

## **Key Elements of Our Plan**

### **Development/Construction:**

- Eliminate obsolete Family Housing in the current Fort Detrick housing areas and replace with a combination of modern townhouses, duplexes and single-family homes.
- Achieve Installation Status Report (ISR) "Green" status for every home.

- Integrate the RCI project with the installation's long-term strategic master plan to enhance current efforts and improve the overall Fort Detrick living and work environment.
- Construct 292 New/Replacement Homes in well-designed neighborhoods for Junior Enlisted through General Officer Service Members and their families on Fort Detrick over a three to four year period.
- Renovate 62 existing homes on the Fort Detrick. Twenty-six (26) will receive major renovations of interior and exteriors while an additional thirty-six (36) will have minor renovations in order to bring all to RCI and Army standards.
- Deliver family-oriented community amenities, including new Community Centers, Tot Lots, and Walking/Fitness Trail.
- Create a 50-year master plan, which provides pedestrian-friendly linkage to neighborhoods, community amenities, and the surrounding installation's facilities.

### **Our Strategy:**

In preparing our plan, we conducted extensive research by evaluating the existing housing, visiting competitive housing communities and forming a vision of how we plan to enhance the quality of life for soldiers and their families who reside at Fort Detrick. We formulated a strategy for implementing this vision. Our strategy for Fort Detrick housing:

- Ensures that all housing meets "Green" status as soon as possible.
- Prioritizes the needs of each community and addresses those in the worst condition first ("worst first").
- Ensures that every family living on Fort Detrick is afforded safe, quality, well maintained and managed homes that accommodates military family lifestyles.
- Structures the Initial Development Phase (IDP) to create a sense of balance and ensures that all ranks receive the benefit of newly constructed homes.
- Ensures that families only move once.
- Creates a greater sense of community for every resident.

- Housing areas will be designed to respect the existing natural systems of topography, vegetation and drainage.
- Existing landscape will be preserved in all possible situations.
- The sense of community will be heightened with improved and linked open spaces, strategic tree locations, trails systems, activity areas and street layouts to enhance the quality of outdoor life.
- Community design will reduce the dependency on the car.
- Developed areas will be designed to minimize ground works, above ground utilities, and drainage.
- An open-space network will be used to link larger spaces, corridors and fragments with a system of pedestrian/bike trails.
- The landscape will be populated largely with native plant materials.
- Maximizes reinvestment in the communities while receiving a reasonable profit.

### **Assessment of Family Housing Needs (Initial Proposal):**

To assess family housing needs and establish a workable vision, we employed a technique that has served as a foundation for success in not only our military family housing projects, but in the majority of our projects. This dynamic procedure involves team members in an intense, isolated planning session for several days. In the case of Fort Detrick, we began by reviewing the data supplied by the Army and then made an on-site visual inspection of the housing areas and proposed sites for additional housing. After this basic preparation, we gathered all key team members at Fort Detrick to develop a plan based on our experience, observations and collective vision. This planning and visioning continued throughout the week with intermittent visits to the facilities.

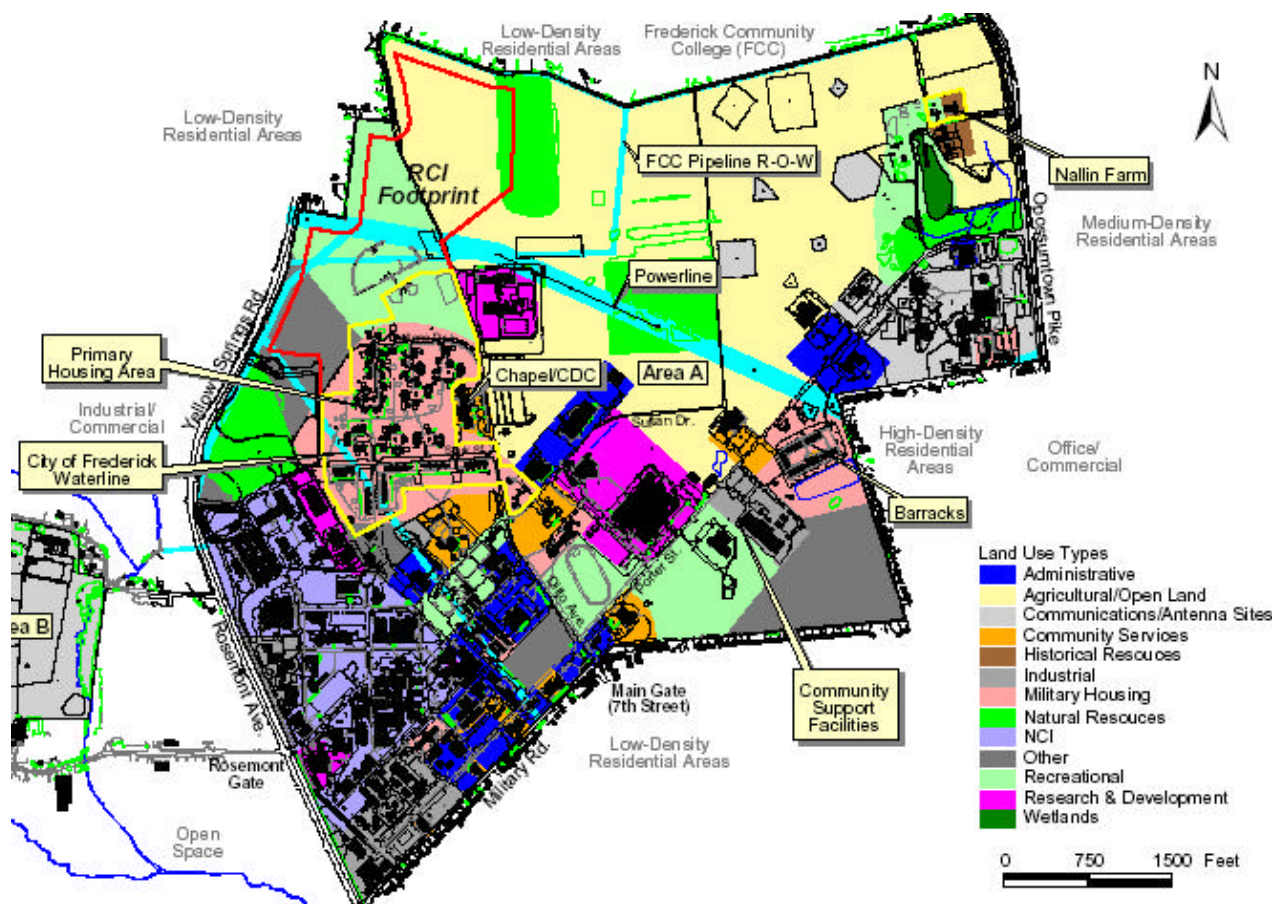
Figure 2, on the next page, shows an aerial view of Fort Detrick. The current configuration is 191 homes spread over approximately 61 acres. The proposed action will add an additional 56 acres of undeveloped space immediately north of the current housing areas, outlined in yellow. The site is moderately dense and has green space interspersed with housing, playgrounds and walking trails.

We examined a myriad of approaches and solutions to Fort Detrick housing needs, including technical and environmental aspects. This included examining the neighboring land uses for compatibility.





Figures 3, below, shows an aerial view of the Main Post Section of the Fort Detrick. The two areas highlighted in yellow and light blue indicate the areas of existing housing. Only two historical buildings, numbered Buildings 8 and 9, will be renovated under the proposed action. Other housing will be maintained until the current occupant vacates within the next two years.



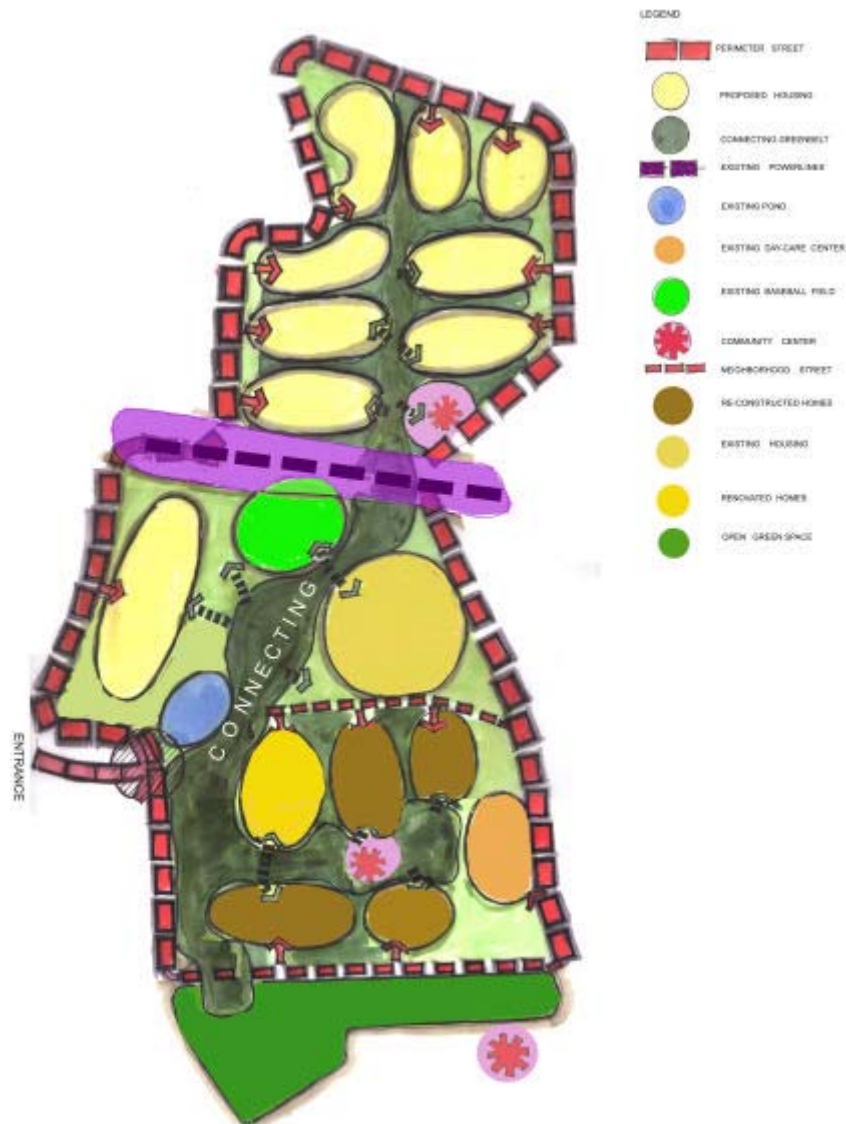
**Figure 3. Fort Detrick land use plan from the Master Plan**

By the end of the week, the walls of our meeting room were covered with charts and sketches that illustrated schedules, costs, phasing issues, neighborhood plans, house plans and visions of a new community. Phasing sessions were especially intense, with demolishing/replacing as many units as possible and upgrading the remainder in the shortest time possible.

When the session ended, we had a clear understanding of the housing needs, an imaginative plan for addressing those needs, and strategies for avoiding potential negative impacts. One critical aspect of this procedure is that all participants know how the product was developed eliminating second-guessing and



lack of support that sometimes results from being outside the process. This planning procedure is unparalleled in arriving at the best solution and achieving consensus regardless of the difficulty of the project or diversity of the participants. Figure 4 below shows one such conceptual planning diagram for use of RCI land.



**Figure 4. Proposed action conceptual planning diagram**

The purpose of being on-site was to have immediate access to the actual housing areas when needed and to establish a focus uninterrupted by other projects and office routine.

Our master planning concept for the housing areas of Fort Detrick is based on planning principles that promote community and carefully consider all related

factors. By that, we mean a safe, pedestrian friendly environment that supports close families, neighborhood interaction and physical activity and that protects the environment. These important objectives do not dictate following the development types in the private sector. In fact, our intention is to create a community that is superior to most private sector developments.

We also recognize that we cannot develop the final plans without installation input. We also prepared to work closely with the installation leadership, staffs and the master planner to ensure that our collective plans work toward the joint goal of providing safe, high-quality, affordable housing for Military families at Fort Detrick.

### **Re-assessment of Family Housing requirements (After Selection):**

After the CDMP was awarded to GMH Military Housing, L.L.C., we began an intense collaborative effort with the Fort Detrick Installation Command and Staff to further refine the family housing needs and priorities. We created a joint planning team to develop alternative courses of actions to meet the heretofore-unknown desires of the installation command and staff, and the military housing residents. More than 6 different schemes were developed, analyzed, and presented to the Executive Committee for selection. The Executive Committee is comprised of Senior Executives from the GMH Military Housing partners, the Fort Detrick Garrison Commander, and his principle staff leadership.

The concept plan was developed within the preliminary footprint established by the Army and analyzed with an Environmental Baseline Study.

### **Existing Family Housing:**

There are currently 191 Housing units (average age 37 years) at Fort Detrick and are classified as follows:

<b>Summary</b>	<b>2 Bedroom</b>	<b>3 Bedroom</b>	<b>4 Bedroom</b>	<b>Grade Totals</b>
<b>JUNIOR NCO (E1-E6)</b>	<b>30</b>	<b>117</b>		<b>147</b>
<b>SENIOR NCO (E7-E9)</b>		<b>12</b>	<b>14</b>	<b>26</b>
<b>COMMAND SERGEANT MAJOR</b>		<b>1</b>		<b>1</b>
<b>COMPANY GRADE OFFICER</b>			<b>12</b>	<b>12</b>
<b>FIELD GRADE OFFICER</b>		<b>0</b>	<b>2</b>	<b>2</b>
<b>SENIOR OFFICER</b>			<b>2</b>	<b>2</b>
<b>GENERAL OFFICER</b>			<b>1</b>	<b>1</b>
<b>TOTAL</b>	<b>30</b>	<b>130</b>	<b>31</b>	<b>191</b>

### **Family Housing to be Conveyed:**

Of the 191 homes currently existing at Fort Detrick, 189 of them will be conveyed. The two homes at Nallin Farm will not be conveyed.

## III. Development Concept

The overall Fort Detrick housing plan calls for the following:

Current Inventory	191
Units to be conveyed	189
Units to be demolished	127
Units to be renovated	62
New/replacement units to be constructed	165
End state	354

The tentative housing mix by grade and bedroom count is shown below:

HMA REQUIREMENTS	2 Bedroom	3 Bedroom	4 Bedroom	Grade Totals
JUNIOR NCO (E1-E6)		265	28	293
SENIOR NCO (E7-E9)		16	10	26
COMMAND SERGENAT MAJOR		0		0
COMPANY GRADE OFFICER		11	3	14
FIELD GRADE OFFICER		13	4	17
SENIOR OFFICER			3	3
GENERAL OFFICER			1	1
TOTAL	0	305	49	354

The mix was developed by analyzing a Housing Market Analysis conducted by the Army's housing economics consultant, Robert Niehaus, in 2001. The breakdown assumes that the primary source of housing is the local community and determines if excess or shortfall exists. The shortfall in the local community is then programmed for the RCI project.

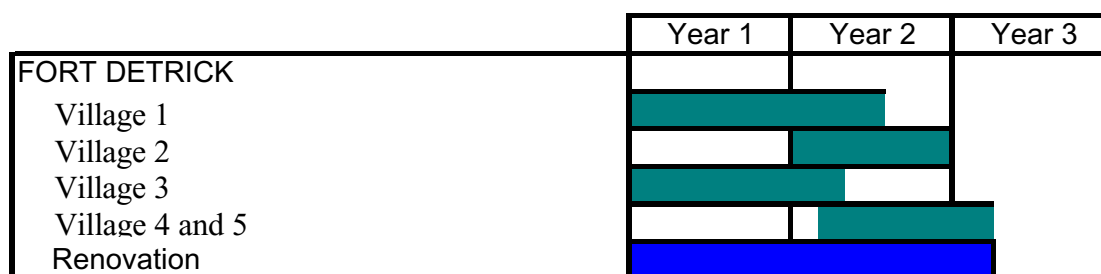
While a number of factors will need to be finalized during the next few months, our proposed community and neighborhood plan shown below, represents the planning concepts included in the project. Exact layouts will be determined during field tests and will stay within the analyzed footprint.



**Figure 5. Preliminary Concept Fort Detrick RCI Master Plan**

## Development:

Conveyance is expected to take place in spring 2004. At that time, the existing family housing units, undeveloped land, and support facilities will convey to GMH Military Housing. GMH Military Housing will commence the operations, management, and maintenance of the conveyed housing units. Simultaneously, we will begin the task of constructing the new/replacement housing and demolition of the required units to



**Figure 6. Schedule for New Construction (Tentative)**

maintenance of the conveyed housing units. Simultaneously, we will begin the task of constructing the new/replacement housing and demolition of the required units to support the construction plan.

We will begin with the construction of the new homes in the Northern sites for junior enlisted (Area A) and officers (Area C). New/replacement homes will be constructed after the site work, utility, and foundation work has been completed. Once new homes are built we will relocate current residents living in existing homes into the newly constructed ones. This will vacate these units for renovation or demolition, as appropriate. Renovation will be conducted as soon as practical during routine change of occupancy maintenance.

Community amenities will be relocated/constructed to support the overall neighborhood and community plan during this period as well.

### **Major task to be completed during the Initial Development Period:**

#### **Tentative Initial Development Period Plan**

- ★ Operate, maintain, and manage conveyed housing inventory
- ★ Demolish 125 townhomes on Fort Detrick
- ★ Construct 125 replacement townhomes
- ★ Construct 167 new townhomes, duplexes and single garden-style apartments
- ★ Renovate 36 existing townhomes, 24 duplexes and 2 single family homes
- ★ Build Community Amenities
  - Relocate/construct child playgrounds
  - Construct Community Centers

After the IDP, and as funds become available, we have planned tasks to ensure that the new housing is maintained and managed for the long-term viability and success of this project. Additionally, we want to complete those activities that could not be done in the IDP that will further enhance the neighborhood and community aspects of our



development.

Figures 7, 8, 9, and 10 on the following pages show our current plans for the new homes. These will be refined as we proceed through the CDMP and review process.



**Figure 7. Artist Rendering of Townhome Community**







**Figure 9. Typical Four – Bedroom Townhome**



**Figure 10. Typical Single Family Home**

## **The Community Center**

Several Community Centers will be placed strategically throughout the housing communities. We currently anticipate three such centers, depending upon availability of funds. Each will be a spacious facility with large rooms for social gatherings such as receptions, parties, conferences, and neighborhood meetings.

- Community Room
- Big Screen Television
- Complete kitchen
- Meeting Room
- Exercise Room w/ gym equipment
- Computer Room
- Outdoor water area featuring a pool or water sprayground for children
- Two outside restrooms
- Large covered patio area with tables and chairs
- Picnic Areas
- Lush Professional Landscaping

## **Infrastructure:**

In the newly constructed neighborhoods, infrastructure including roads, sidewalks, water, sewer, electric, gas, storm drains and site lighting will be completely designed and implemented as in any high quality development. Utilities will be placed underground, meeting ISR Green criteria.

## **Schools:**

Fort Detrick has no schools on the installation and takes advantage of the schools offered by the local school district. The increase in number of units (165) and the increase in number of bedrooms will increase the estimated school aged child population by an estimated 229 children. We anticipate at full occupancy, three years from now, an additional 155 elementary school children, 40 middle school aged children and 34 high school aged children will enroll in local schools.

## **Traffic:**

We recognize that traffic has a major impact on community. In developing our plan for Fort Detrick, we developed at least two independent routes into and out of the housing areas versus the current single access. This should divide the traffic flow and lessen the impact of the additional homes.

While vehicles will be dealt with skillfully and the identified requirements for parking will be met, our approach incorporates aspects of new urbanist thinking that rejects the

automobile as the basis of design. This planning philosophy establishes the soldier and his/her family as the foundation of planning and design. We seek to avoid street patterns found in many military housing developments, which include a liberal use of cul-de-sacs and convoluted street layouts. Shorter blocks, simple street patterns and usable open space are more effective in promoting a strong sense of community. In the areas where new street patterns are being developed, our strong, simple design avoids dead ends at the ends, long streets, confusing street layouts and awkward intersections. We have developed a walking/jogging pattern connecting the housing communities with the community support facilities of both the RCI and installation programs. This approach to street design promotes community by creating an environment in which both adults and children always know where they are within the community.

This pedestrian-friendly environment will create a series of neighborhoods, which are connected by all modes of transportation. Streets, trails and sidewalks will form a system of associated linkages that connect all to the community center. This plan provides a safe separation between pedestrian and vehicular traffic. The “center” of the neighborhoods will be no more than a five-minute walk from the edge of the neighborhood to every home. Our plan also establishes destinations at the outer edges of the housing communities, such as the community club park and sports fields.

The development of this plan will encourage harmony among all elements to achieve community, safety and efficiency. The grid-like street design allows traffic ‘bleed through’, which is critical in moving vehicular traffic efficiently and reducing the massing of cars on the main arteries. We decrease danger to pedestrian traffic within the neighborhoods by vehicular traffic calming techniques, which include curving streets, creating points of visual interest, and, if necessary, placing speed reduction risers at major trail crossings. Unlike the familiar speed bump, these ‘traffic calmers’ force the driver to slow down without damaging the car and nerves.

Off-street parking is provided in small landscaped parking areas in the neighborhoods. The parking will serve to keep parked automobiles off the streets.

The trails that will wind through the neighborhoods and tie into a post-wide system for jogging, biking and walking, are not only recreational. They form an essential part of the transportation system. Every trip made to a destination by foot or bicycle eliminates a potential car trip. In this way, trails and sidewalks actually cut down on vehicular traffic.

### Phasing:

Our rationale for the proposed phasing plan is based on the following principles:

**‘Worst First’** That is, our phasing plan is based on maximizing available funds to address the most critical needs first and continuing until all communities have been completed.

**‘One Move’** Before any occupied housing is vacated for demolition; new homes will be built and ready for occupancy. As a result, those families will only have to move only once.

**‘Balance’** Phasing is a critical factor in the privatization process. Many new homes will be under construction at the same time that maintenance is needed on existing housing. Though the worst situations will receive priority, no overall category will be neglected. Rather, a parallel approach will be taken. Maintenance items will not be neglected simply because a house is scheduled for demolition six months down the road.

### **Property Management for Fort Detrick:**

#### **Management Philosophy:**

We believe that as a company and as individuals, we have a duty to provide a secure, quality, well-managed living environment for every resident of every community we own and/or manage. We will respond to every resident’s need and manage each community and home as if it were our own. We will be the single source to fully manage and care for each family’s home and their community. Our personnel are professionally trained to meet the needs of a culturally diverse group of residents. As we build each community, we look to build long-term relationships and a sense of trust from our residents. We place great emphasis on quality products, quality services, and quality staff.

We understand that quality maintenance and community management has a profound impact on the quality of resident relations and the long-term financial condition of a community. In real estate management, maintenance constitutes a sizable investment of time, labor, and money. Accordingly, we place a great deal of emphasis on this function at each location.

We understand that the community manager, the on-site staff, and the Army are judged, in part, by the physical appearance of the community. The appearance will either welcome prospective families or turn them away. It also plays a role in current families decisions of whether or not to stay in the service. Our experience indicates that a well conceived community maintenance plan has a positive effect on the attitudes of families. Residents tend to mirror management. If management does not properly maintain a community, then residents will be less inclined to maintain their homes and common areas. Conversely, if management takes pride in maintaining the community, so too will the residents.

#### **Management Systems:**

We intend to implement our management philosophy by tailoring our existing



management systems and services specifically to meet the needs of Fort Detrick families.

**On-site management.** Our on-site management offices will be staffed with experienced professionals who are located near the communities, are able to personally oversee the properties and can respond immediately to resident needs. Because we are long-term owner/operators of residential properties, we are committed to dedicating the resources and building the relationships that differentiate us from third-party management companies.

**Management and Field personnel training programs.** Our HOME (Honest, Open-minded, Motivated, Ethical) values govern all that we do and will be displayed in our interactions with each family we come in contact with at Fort Detrick. Each individual we hire to help care for the communities at Fort Detrick will be highly skilled, cross-trained professionals and craftsmen and women from the area as well as those who have skill sets not found locally. Our management training programs help to ensure consistent application of these values.

**“Welcome HOME” communication program.** To us, strong communities begin with information and participation. We look “to get to know” the families at Fort Detrick, ensure that they know who we are, show each person how their community will begin to change, what we can offer and what we can do to help them. We will design and maintain a “Welcome HOME” website. “Welcome HOME” will be a centralized, one-stop communications tool offering information on everything from basic household maintenance articles to posting of family activities. Each family will receive a “Welcome HOME” resident guide. We utilize monthly town meetings and smaller focus group meetings to meet our residents and gain a better understanding of their needs. The meetings also serve to help us gauge our progress and resident satisfaction levels. We consider these communication tools essential in helping to create strong communities.

**Lifeworks<sub>SM</sub>.** Unlike any other housing management company, we offer a full-range of auxiliary services, such as *Lifeworks<sub>SM</sub>*. our servicemarked residential life program. *Lifeworks<sub>SM</sub>*. combines state-of-the-art facilities with the finest in wellness-based programming. Our *Lifeworks<sub>SM</sub>*. program will be customized to meet the needs of military residents. We fully appreciate the stress that young military families encounter when faced with a family member’s deployment or a move into a new community. To help ensure that the special needs of military residents are met we will establish specially tailored community service programs in cooperation with the Fort Detrick MWR and the Installation Housing Office. These programs have been highly successful at other communities we manage and will serve to help military families cultivate a greater sense of community.

**Management Certifications.** Our on-site Community Managers will either have, or be in the process of obtaining, the Accredited Residential Manager (ARM) certification or equivalent and must be fully trained in the Institute of Real Estate Management (IREM)

program. We will also pursue the Professional Housing Management Association's (PHMA) Certified Resident Manager (CRM) certification for our Community Managers. We have maintained a strong alliance with IREM and ARM programs over the years—providing in-house corporate classes to all our Community Managers—programs which dovetail with PHMA's training classes. Our Property Management staff has outstanding property management training and experience that fits the needs of military family housing property management.

### Operations and Maintenance:

We will maintain the Fort Detrick neighborhoods to the highest operational levels. In addition, we maintain specific and stringent quality standards for maintenance and other operational functions. **First-Class Maintenance - 24 hours a day, 7 days a week**

**Levels of Maintenance.** Our program covers four types of maintenance: emergency, urgent, routine and preventative. A description of each type of and our plan/response is as follows:

**Emergencies.** Emergency work orders are addressed **immediately** and involve issues such as (but not limited to) water, fire, storm damage and utility problems. We understand that in emergency maintenance situations every second counts, especially to a resident who may be worried about their safety or that of their families and their personal property.

**Urgent Requests.** Urgent requests are maintenance requests that do not meet the standards of emergencies, nor constitute emergency situations; however, they cannot wait for response beyond a few hours.

**Routine Maintenance.** Routine Maintenance involves everyday maintenance requests outside of regularly scheduled preventative maintenance. Such maintenance involves responding to routine work orders involving typical household repair/replacement requirements (i.e. cracked tiles, leaking facets).

**Preventative Maintenance.** Our existing preventative maintenance program, consisting of inspections and scheduled maintenance and repairs, will be tailored for Fort Detrick. One of the goals of our maintenance plan is to minimize breakdowns, and therefore, preclude the need for corrective and emergency maintenance and repairs. Preventative maintenance prolongs the operating life of a property (as well as any equipment installed therein) and increases resident pride and satisfaction in their living environment. Our preventative maintenance program assures that a home managed by our Team in the year 2054 will be as comfortable, inviting and well maintained as it was in the first year it was built.

### **Building a Long-Term Working Relationship:**

Immediately upon contract award, we will begin the critical process of building a long-term relationship with the Army, Fort Detrick, and the local communities. Initial efforts will include meeting with the Army and Stakeholders to:

- Introduce all key members of our project organization.
- Survey needs, understand individual perspective and define requirements.
- Collaboratively develop the strategy and approach for designing the CDMP.
- Establish ongoing communication processes and protocol.
- Define roles and responsibilities.

Our owner-operator perspective and long-term commitment to building a sense of community will ensure a collaborative approach throughout the life of the project.

### **Assisting Local Businesses:**

In order to become a supportive neighborhood business we will target our subcontracting plan at local businesses, both large and small. A series of business outreach sessions will be conducted and pre-qualification of local businesses will be conducted at the earliest possible dates.

Additionally, GMH Military Housing will become a visible and supportive local business and be a part of existing business groups in order to ensure that the residents have input into the local businesses. We will also join real estate and apartment associations to ensure flow of information and an ability for local businesses to provide input on community issues affecting our residents.

### **Conclusion:**

GMH Military Housing has thoroughly analyzed the existing conditions at Fort Detrick, and working with the installation's staff to avoid any adverse impacts to the greatest extent possible. Where avoidance was not possible, we have minimized impacts through carefully planned mitigation in the form of siting adjustments, changes to timing or procedural restrictions.

The proposed action will result in improved communities for the soldiers and their families while sustaining the high levels of environmental awareness already practiced by both Fort Detrick and GMH Military Housing.

